

UNITED STATES ARMY

2004 ARMY TRANSFORMATION ROADMAP

Summary



A CAMPAIGN-QUALITY ARMY
WITH JOINT AND EXPEDITIONARY CAPABILITIES



THE IMPERATIVE TO TRANSFORM

The Army is transforming now. Today, the Army must transform to a campaign-quality force with joint and expeditionary capabilities to provide relevant and ready land power to combatant commanders and the Joint Force. At the same time, it must also sustain operational support to forces fighting the global war on terrorism while maintaining the quality of the all-volunteer force.

The Army is focusing its efforts to enhance the capabilities of frontline Soldiers and units to meet the requirements of the full range of Army strategic commitments. The 2004 Army Transformation Roadmap describes the path the Army is taking to adapt its institutions and capabilities. It also depicts how the Army will transform in a time of war — balancing current and future needs.

Army transformation is framed in terms of defense transformation. It occurs from the top down and from the broader needs of joint operations to the more specific needs of the Army. The Army looks to operational experience to develop operational concepts and capabilities that are joint from the outset. Army transformation will develop the force structure to achieve full, joint interdependence. Further, Army transformation is changing the mindset of its Soldiers and leaders. It prepares them to face adaptive adversaries — in any environment — where ambiguity and uncertainty are the rule.

This summary provides a quick overview of the 2004 Army Transformation Roadmap (ATR).

The 2004 ATR is an update to the 2003 ATR and describes the execution of the Army transformation strategy in the context of evolving security challenges, continuing high demand for operational forces, and lessons learned from recent operations. The 2003 ATR articulated the Army's transformation strategy and described Army capabilities required by a joint force commander to execute the joint operating concepts. The 2003 ATR also identified the joint interdependencies required for optimal employment of Army capabilities.

The 2004 Army Transformation Roadmap refines the Army's transformation strategy and details Army actions to identify and build required capabilities to enhance execution of joint operations by the Current Force while developing the capabilities essential to provide dominant land-power capabilities to the future Joint Force. This ATR complies with the Defense Planning Guidance directive to report how Army transformation is congruent with defense transformation efforts through the future years' defense program.

ARMY TRANSFORMATION STRATEGY AND ARMY CAMPAIGN PLAN

Transformation is a process that shapes the changing nature of military competition and cooperation through new combinations of concepts, capabilities, people and organizations. It employs the nation's advantages and protects against asymmetric vulnerabilities. It sustains the U.S. strategic position, thus helping peace and stability in the world.

Rapidly transforming Army forces to meet the challenges of continuous operations while engaged in a prolonged conflict will require an unprecedented degree of joint cooperation. The Army's transformation strategy has three components:

- Transformed culture
- Transformed processes
- Transformed capabilities

ARMY CAMPAIGN PLAN OBJECTIVES

- Support Global Operations
- Adapt and Improve Total Army Capabilities
- Optimize Reserve Component Contributions
- Sustain the Right All-Volunteer Force
- Adjust Global Footprint
- Build the Future Force
- Adapt the Institutional Army
- Develop Joint, Interdependent Logistics Structure

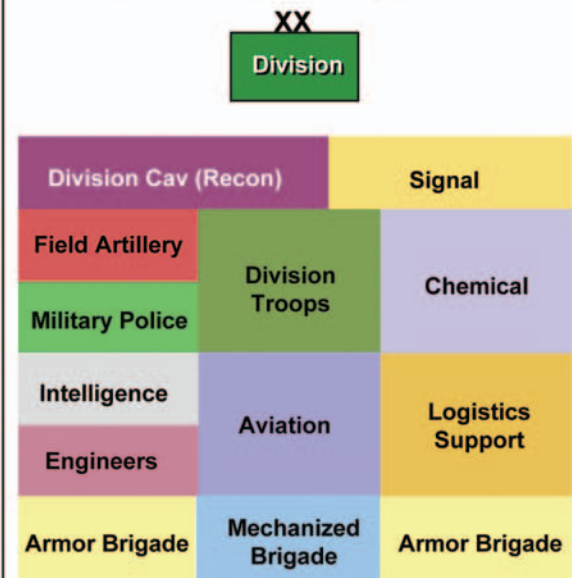
Since publication of the 2003 ATR, the Army has published the Army Campaign Plan (ACP). Army strategic commitments and resource availability dictate the synchronization and pace of change. The ACP directs this change through the efforts of all Army major commands; the Headquarters, Department of the Army staff; and supporting agencies and activities.

The decisive operation within the ACP over the near term is the modular conversion of all Active Component (AC) and Reserve Component (RC) maneuver brigades and the activation of up to an additional 15 AC maneuver brigades. Also, AC and RC division headquarters will transition to the modular headquarters design; select combat, combat support (CS) and combat service support (CSS) units will convert to modular support brigades; and AC and RC echelons above division and above CS/CSS structure will also convert to modular configurations. The modular conversion of division headquarters to the unit of employment X (UEX) designs is synchronized with projected operational requirements and should be completed by fiscal 2007 for the AC and fiscal 2010 for Army National Guard (ARNG).

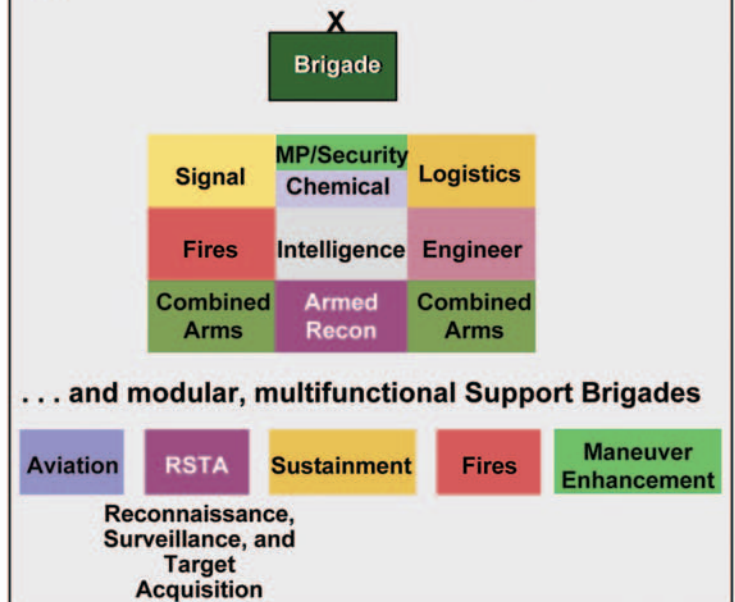
At the same time, the Army has implemented force stabilization initiatives including unit-focused stability; AC/RC balance and restructuring actions; and Army prepositioned stocks, Army regional flotillas and redeploying unit resets to complement modular conversion and increase Army capabilities. It has begun other Current to Future Force transformation initiatives that include actions to complete Stryker brigade combat team fielding and focused transformation of operational forces toward an FCS-equipped force. This effort will enable the Army to improve the capabilities of its operational forces.

MODULARITY: FROM DIVISION- TO BRIGADE-BASED ORGANIZATIONS

From: An Army based around large, powerful, fixed organizations



To: An Army designed around smaller, more self-contained organizations



The Army's work to restructure and rebalance over 100,000 AC and RC Soldier authorizations began in 2002. The Army programmed and funded structure changes in the fiscal 2004 through 2009 Program Objective Memorandum to address high-demand unit shortages. The changes affect approximately 30,000 members of the force structure across the Active and Reserve Components.

Following detailed analysis, the Army submitted program change packages that transferred 5,550 CS/CSS force structure requirements to the AC to reduce involuntary mobilization. It rebalanced 4,400 positions within the RC to mitigate stress on selected RC unit ca-

pabilities. The Army is committed to reducing the need for RC units in the first 30 days of rapid response operations, and seeks to limit RC mobilization to not more than one year in every six years. Though the Army does not expect the RC to deploy within the first 30 days of a conflict, it is configuring RC forces to respond within hours for security and defense of the homeland.

The Army also is developing the right mix of force application capabilities required for modern conflict. At the same time, the Army is reorganizing its CS/CSS capabilities into modular packages. This will allow com-

batant commanders to more rapidly draw upon discrete Army capability modules. This process will create ca-

pabilities that provide the Joint Force with strategically agile and flexible arrangements of combat power.

ARMY TRANSFORMATION

	FY04	FY05	FY06	FY07	FY08	FY09	FY10
UEx Existing BCTs convert with DIV HQs							
BCT(UA) BUILD	 4 4 3	 4 4 2	 4 3 4 4	 3 4 4 4			
ARNG UEx							
ARNG UAs		 30 HVY 81 HVY 39 IN	 116 HVY 256 HVY 278 ACR (HVY) 56 IN 155 HVY 29 IN	 48 HVY 32 IN 53 IN 86 IN 2 IN 76 IN	 41 IN 218 HVY 1 HVY 49 IN 1 IN 149 IN 1 SBCT 56 IN 56 IN	 50 IN 45 IN 92 IN 2 IN 37 IN 2 IN	 55 HVY 3 IN 26 IN 3 IN 66 IN 207 IN
RESERVE and AEF	34.7 K Restructure	-7.5K	-15.0K	-12.2K			
		AEFP 1 AEFP 2	AEFP 3 AEFP 4	AEFP 5 AEFP 6	AEFP 7 AEFP 8	AEFP 9 AEFP 10	AEFP 11 AEFP 12
SBCT & Other (Availability)	 1/25 SBCT2	 SBCT3	 SBCT4 173rd IN Round-Out	 2/25 SBCT5	 SBCT56		
Army Aviation	 3 101 101 (1) (2)	 4 4/2 ACR 10	 III Corps 160th SOAR 1-228th 1CD 25 82 34 42 35 28 38 36 40 29 4/278	 3rd Army Corps V USAREUR 2 1AD 1ID 4/3 ACR	 I Corps		
FCS	Restructuring				Spiral 1		Spiral 2

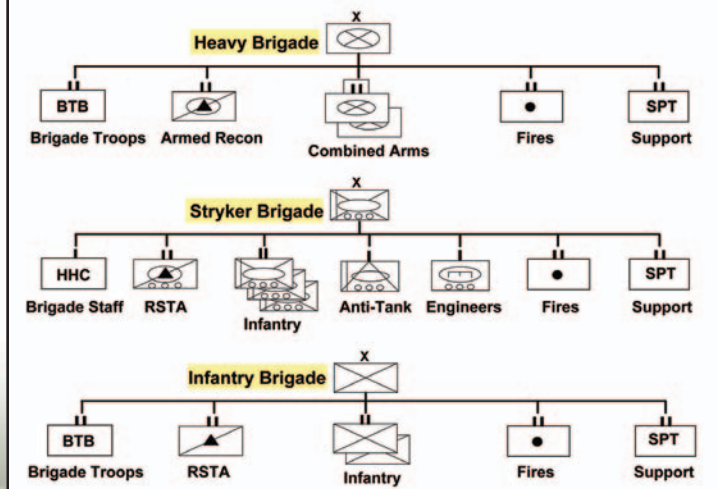
As of Sept. 24, 2004

IMPLEMENTING CHANGE IN THE CURRENT FORCE

Since publication of the 2003 ATR, the Army has significantly accelerated the tempo of transformation — this while an average of 170,000 Soldiers have been deployed in combat at any given time. Over the past year, Army leaders have made crucial decisions to influence transformation efforts:

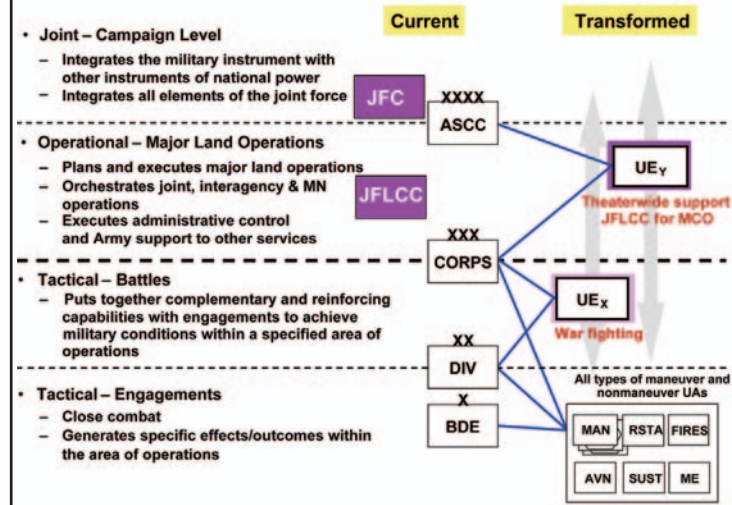
- Execution of Army transformation as directed in the Army Campaign Plan
- Design, number, mix and conversion sequence of brigade combat team (units of action)
- Modular conversion of the 3rd Infantry Division (Mechanized), 10th Mountain Division and the 101st Air Assault Division to the unit of employment/unit of action design
- Divestment decisions equaling over \$17 billion to fund crucial transformation efforts

MANEUVER BRIGADE DESIGNS



- Design and initial implementation of unit operational deployment cycles that maximize readiness and availability of forces while ensuring greater stability and deployment predictability for Soldiers and their families
- Restructuring of Army aviation
- Rebalancing decisions affecting over 100,000 Active and Reserve Component personnel positions that provide crucial capabilities to the Joint Force in the near term

LEVELS OF COMMAND — TRANSFORMED



- Rapid fielding and rapid equipping initiatives that provide Soldiers with enhanced force-protection capabilities
- Creation of the Army Improvised Explosive Devices (IED) Task Force that assists joint force commanders counter the pervasive IED threat
- Enhanced resource and personnel management processes to reflect best practices in the private sector

DEVELOPING CRUCIAL CAPABILITIES

The ATR and ACP articulate many Army initiatives that will transform capabilities across the Current and Future Forces. These efforts will make Soldiers more effective and will enable them to thrive and survive in the most adverse environments — one of the first requirements of adapting to a joint and expeditionary capability.

Army Aviation

Army aviation is undergoing a comprehensive transformation to a capabilities-based maneuver arm that is optimized for the joint fight. More than 1,000 aircraft will be recapitalized and 1,400 more modernized in the recommended program. Suites of aviation survivability equipment to guard against the most modern air defense threats are now being installed on all aircraft. Sufficient sets, kits and outfits to make the force more deployable and sustainable will be purchased. Advanced avionics and integrated cockpit architectures in development

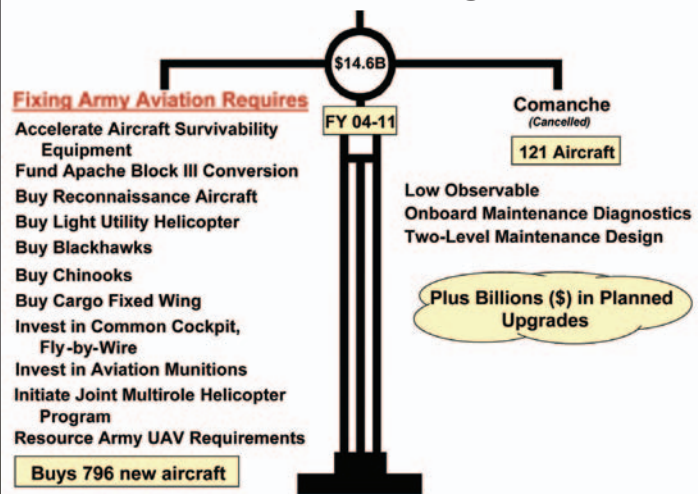
will make aircraft similar with one another and joint compatible. Intratheater cargo capacity and capability will be increased. Finally, attack aircraft will receive upgrades using many of the leading-edge technologies developed in the cancelled Comanche program.

Future Combat Systems

The Future Combat Systems-equipped force represents a capability crucial to the Army's Future Force and the accomplishment of Department of Defense transformation goals. The FCS-equipped unit of action employs FCS in a manner congruent with the Future Force operational concept, which, in turn, is wholly compatible with the approved joint operations concepts. The FCS-equipped unit of action encompasses more than a new set of capabilities. Rather, this organization reflects a fundamentally transformed method of combat. The core of the Future Force's maneuver unit of action is the Future Combat Systems, comprised of 18 manned and unmanned platforms that are centered around the Soldier and integrated within a battle command network. FCS will provide Soldiers with significantly enhanced situational awareness — enabling them to see first, understand first, act first and finish decisively.

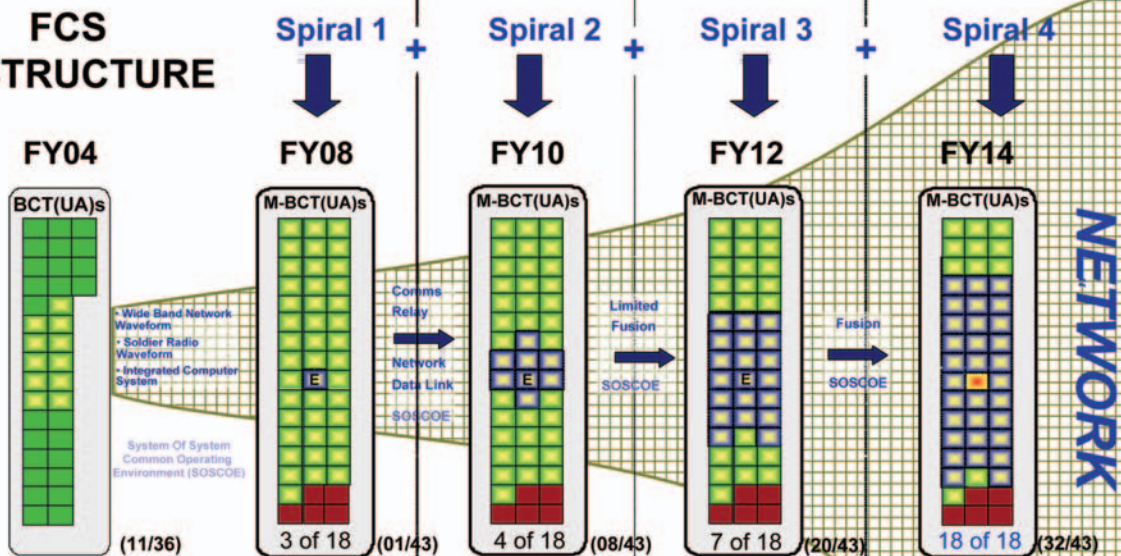
FCS remains at the heart of the Army's strategy to adjudicate risk using the Current to Future Force construct. Under this construct, the Future Force informs development of the Current Force. The Army has used the FCS-equipped unit of action operational and organizational plan as the starting point to create a modular, brigade-based Army. Through its modularity efforts, the Army is rapidly moving its Current Force toward the characteristics envisioned for the FCS-equipped UA, and this will enable the Army to transition into FCS-equipped units and FCS-enabled methods of operations. Furthermore, the modular design improves the Current

ARMY AVIATION



FCS CAPABILITIES ACCELERATION STRATEGY

FCS RESTRUCTURE



BEFORE RESTRUCTURE



- Army BDE
- Pending FY 06 Decision
- Modular Construct
- Evaluation BCT
- BCT w/ Spiraled Capabilities
- FCS UA

Force's versatility, agility, information superiority and full-spectrum capabilities that are paramount to the FCS-equipped UA. At the same time, the Army is accelerating select technologies to reduce operational risk by improving the Current Force's survivability; intelligence, surveillance and reconnaissance; and joint interdependence. Just as emerging FCS capabilities enhance the Current Force, the Current Force's operational experience informs the FCS program, further mitigating future challenges and risk.

Army Logistics

The Army delivers materiel readiness as the land-power component of the Joint Force. As the Army transforms, its logistics capability will similarly transform. In addition to the modular conversion of Army tactical and operational sustainment units, Army logistics transformation focuses on meeting force requirements through four major initiatives. The Army will develop a logistics data network to enable the war fighter to see require-

ments on demand. It will build a responsive distribution system that guarantees on-time delivery — reducing the storage requirements of forward units. The Army will design an integrated modular force reception capability to receive joint and expeditionary force flow and to facilitate immediate operational employment and sustainment. Finally, the Army will develop an end-to-end enterprise view of the supply chain and a service and agencies integration of processes, information and responsibilities.

Other Initiatives

In addition to the efforts listed above, the 2004 ATR describes several other Army transformation initiatives, to include:

- **Personnel processes** — Army Human Resources Command is adapting personnel systems to support Army transformation efforts and to improve readiness.
- **Training and leader development** — The Army is developing innovative and adaptive leaders who are comfortable operating as part of the Joint Force.
- **Combat Training Centers** — The CTC program is expanding training as part of a joint, interagency and multinational force.
- **Concept Development and Experimentation** — CD&E refines concepts, develops capabilities and continually fields Future Force capabilities to the Current Force.
- **Army science and technology** — S&T directly incorporates compelling technologies to address Current Force capability gaps.

- **Intelligence** — Transforming intelligence provides “actionable intelligence” to enable ready and relevant combat forces.
- **Special operations forces’ integration with conventional forces** — The Army must integrate SOF capabilities within the Current and Future Force battlespace.
- **Space** — As the Army transforms to the Future Force, it refines, enhances and institutionalizes space-related capabilities.
- **Battle Command and LandWarNet** — Battle Command applies leadership and decision making to achieve mission success. LandWarNet is the Army’s network architecture that links with the Global Information Grid.

GENERATING READY FORCES

The Army is using its increased resources and unusually high operational tempo to facilitate transformation to a modular, brigade-based, campaign-quality Army with joint and expeditionary capabilities. To fulfill its strategic commitments, the Army is undertaking a series of initiatives to increase unit readiness through operational deployment cycles and expeditionary force packages. These initiatives employ unit modular conversions, force stabilization and force rebalancing efforts to create pools of ready forces that are better able to conduct sustained expeditionary operations. To maximize force availability, the Army will structure unit readiness through a progression of stages over time. Though unique for AC and ARNG maneuver forces, AC and RC CS/CSS forces, and specialized capabilities, the operational deployment cycles are phased:

PROVIDING READY FORCES

8 UExs
34 BCT(UA)s
Reserve Component (ARNG & USAR)
BCT(UA)s 6 year cycle (1 year in 6)
AREP 6 year cycle (1 year in 6)

10 UExs
43-48 BCT(UA)s
Active Component
3 year cycle (1 year in 3)

The diagram illustrates the rotation and readiness of forces for Worldwide Deployments. It features two circular rotation cycles, one for the Reserve Component (ARNG & USAR) and one for the Active Component, both feeding into a central globe labeled 'Worldwide Deployments'.

Reserve Component (ARNG & USAR):

- 8 UExs
- 34 BCT(UA)s
- BCT(UA)s 6 year cycle (1 year in 6)
- AREP 6 year cycle (1 year in 6)

The Reserve Component cycle is represented by a green circle with a blue outer ring. The inner green ring is divided into segments labeled 'Title 32', 'CTC', 'Title 11', and 'Title 32'. The outer blue ring is labeled 'State', 'ARNG', and 'USAR'. Arrows indicate a clockwise rotation.

Active Component:

- 10 UExs
- 43-48 BCT(UA)s
- 3 year cycle (1 year in 3)

The Active Component cycle is represented by a blue circle with a red outer ring. The inner blue ring is divided into segments labeled 'Avail', 'Alert', and 'Owell'. The outer red ring is labeled 'Reset/TNG'. Arrows indicate a clockwise rotation.

Worldwide Deployments:

RC (Reserve Component) and AC (Active Component) forces are shown rotating into the center globe, which is labeled 'Worldwide Deployments'.

- Manage readiness and availability of forces.
- Maneuver resources based on rotation sequences.
- Rotate idle equipment to needed locations to maximize employment and readiness.

- **Reset:** The unit is organized and stabilized for the upcoming readiness cycle. Any damaged equipment from a previous cycle is repaired, and changes directed by the Army's deputy chief of staff for operations are accomplished.
- **Modular Conversion** (if required): Units that have not converted to a modular design will enter a conversion process.
- **Training:** The unit reaches approved readiness standards in individual and collective training. The actual length of this phase may be adjusted due to operational requirements. The training phase concludes with a validation or certification exercise that transitions the unit to the ready phase.

- **Ready Phase:** For the remaining period of the operational cycle, the unit continues to improve its collective readiness. It will deploy when required. This is the only phase in the operational deployment cycle where ARNG forces are not available for Title 32 missions.

The Army will also build pools of units at staggered states of readiness. The units in these pools will be available for deployment within established windows of time. Operational requirements and a unit's pool of assignment will determine which units actually deploy and, in the case of RC forces, mobilize. Pooling forces in this manner will make deployment requirements more predictable for Soldiers and their families. It also enables the Army to surge forces more quickly based on operational need.

RISK

Over the past two years, the Army shifted resources to reduce operational risk of the Current Force. The 2004 ATR and the Army Campaign Plan balance the resource commitments for continuous operations and transforming to meet future challenges.

CONCLUSION

The Army is changing now and the changes ahead for the Army are significant — the most comprehensive transformation of the U.S. Army since World War II. A continuous cycle of innovation, experimentation, experience and change will lead to a campaign-quality Army with joint and expeditionary capabilities. The Army will provide dominant land power to the Joint Force now and into the future.

2004 ARMY TRANSFORMATION ROADMAP SUMMARY

This document is an unclassified summary of the Army's transformation strategy, initiatives and accomplishments.

It is a product of the Office of the Deputy Chief of Staff, U.S. Army Operations, Army Transformation Office.



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